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**DEMOCRATIC REPUBLIC OF CONGO**

**DRC M&E PROGRAM**

# **FINAL PERFORMANCE REPORT**

August 31, 2012

This report was produced for review by the United States Agency for International Development. It was prepared by Development & Training Services, Inc. (dTS).

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## ACRONYMS

|        |  |
|--------|--|
| ACOP   | Acting Chief of Party  |
| ADS    | Automated Directives System  |
| BEED   | Bureau d'Etudes et d'Expertise pour le Development                     |
| BRDG   | Building Recovery & Democratic Governance (Project implemented by DAI) |
| CCC    | Copper, Cobalt, Conflict project                                       |
| CDCS   | Country Development Cooperative Strategy                               |
| CEPAS  | Centre d'Etudes pour l'Action Sociale                                  |
| COP    | Chief of Party   |
| COTR   | Contracting Officer's Technical Representative                         |
| CRS    | Catholic Relief Services   |
| DAI    | Development Alternatives, Inc.   |
| DQA    | Data Quality Assessment  |
| DRC    | Democratic Republic of the Congo                                       |
| dTS    | Development & Training Services, Inc.                                  |
| EG     | Economic Growth  |
| EDC    | Educational Development Center   |
| FGD    | Focus Group Discussion   |
| FSN    | Foreign Service National   |
| GBVIMS | Gender Based Violence Information Management System                    |
| GDRC   | Government of Democratic Republic of Congo                             |
| GIS    | Geographic Information System  |
| IHP    | Integrated Health Program  |
| IP     | Implementing Partner   |
| IMA    | Interchurch Medical Assistance   |
| IRC    | International Rescue Committee   |
| M&E    | Monitoring and Evaluation  |
| MSH    | Management Sciences for Health   |
| MSI    | Management Systems International                                       |
| N/A    | Not-Applicable   |
| NGO    | Non-Governmental Organization  |
| OP     | Operational Plan   |
| PBF    | Performance Based Financing  |
| PIRS   | Performance Indicator Reference Sheet                                  |
| PMP    | Project Management Plan  |
| SGBV   | Sexual and Gender Based Violence                                       |
| SP     | Social Protection  |
| SOW    | Scope of Work  |
| US     | United States  |
| USAID  | United States Agency for International Development                     |
| USG    | United States Government   |

## DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# THE PROJECT

Development & Training Services (dTS) held the Monitoring and Evaluation Services Contract for USAID/DRC from September 2, 2010 to September 1, 2012.

The project provided services to USAID in the four major areas of: (i) Strengthening Performance Monitoring; (ii) Assisting the Mission with evaluation services; (iii) Capacity development; and (iv) M&E information management and dissemination.

To accomplish the above activities, dTS operated a full-fledged office in DRC from October 2010 to June 2012. The office was staffed by:

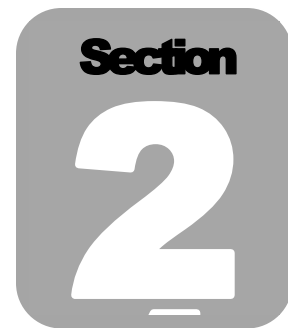
- Chief of Party:
  - Thomas Carson, Acting CoP, October 2010 to December 2010
  - John Schamper, January 2011 to December 2011
  - Bernard Delaine, January 2012 to May 2012
- Senior M&E advisor
  - Alex Diouff, October 2010 to September 2011
  - Nassrin Farzaneh, October 2011 to June 2012
- M&E Manager - Laurent Kopi-Lopeta, March 2011 – June 2012
- Finance and Budget Specialist - Jean Mariel Kisenda Mbuta, March 2011 – June 2012
  - Financial Assistant – Dominique Sakoy Sakoy, March 2012 – June 2012
- Office Manager/Partner Coordinator - Marie Jeanne Koy Mayungo, March 2011 – June 2012
- Driver/Office Assistant
  - Pele Katuzika Nsingi, March 2011 – June 2012
  - Prosper Muboti Munzia, February 2012 – June 2012
- IT Consultant - Henricus Mulay, November 2011 – June 2012

## Home Office Support

- Project and Technical Director
  - Malcolm Young, October 2010 to December, 2010
  - Thomas Carson, January 2011 to March, 2012
  - Geetha Nagarajan, April, 2012 to July, 2012
- Manager
  - Sharon Williams, October 2010 to December 2010
  - Karen Dawes, January 2011 to October 2011
  - Alex DeSilva, October 2011 to February, 2012
  - Doug Kissick, February 2012 to August 2012
- M&E Manger
  - Avinesh De Silva

For reasons of convenience, the project was closed a month earlier on July 30, 2012. The office in DRC was closed on June 29, 2012 and all local staff were terminated, and all project property were transferred to a local implementer of USAID programs.

# PROJECT ACCOMPLISHMENTS



Over a period of 23 months, the dTS Kinshasa Office provided Monitoring and Evaluation services to the Mission. dTS completed most of the activities outlined under each of the four major tasks outlined in the SoW as shown below:

**1. Strengthen Performance Monitoring.** The M&E Project developed performance monitoring overall, with the end of project result of building a robust system for the Mission, including:

- Reviewing and strengthening the strategic monitoring system including Results Frameworks, PMPs, DQAs, and standardized indicators across the portfolio to the extent they are applicable. The primary focus was on developing the M&E systems at the technical office level, and included key technical areas encompassing the Mission's portfolio.
- Facilitating performance monitoring conducted by the IPs by meeting with them in quarterly partner meetings, or through other venues, to review partner M&E plans and systems including the Results Frameworks and PMPs of existing partners, and by making recommendations. As part of this process, the M&E Project systematically reviewed incoming partner PMPs to ensure compatibility with the emerging Mission Results Frameworks it will be working to develop. For all partners, the M&E Project reviewed performance data on a quarterly basis, and attended to any data quality issues that emerged. Part of this activity required verification activities carried out by the project, in consultation with the technical offices.
- Collecting and inventorying all relevant M&E strategic documents to inform development of the Mission's performance monitoring system.

**2. Assist the Mission with evaluation services.** The project assisted with several evaluations to meet Mission needs and conform to ADS standards by:

- Providing evaluation assistance, working with the Mission to develop a program of evaluations and assessments for each year.
- Producing evaluations or other analytic activities as directed by the Mission.
- Overseeing and/or advising on evaluations conducted by IPs or third parties.

**3. Capacity development.** The M&E Project provided guidance and mentoring to USAID staff (and selected IPs) on major M&E functions and tasks, including:

- Technical assistance on performance monitoring.
- Recommendations for strengthening internal M&E capacity.
- 'How-to' report on M&E processes.
- Two M&E workshops

**4. M&E information management and dissemination.** The project:

- Conducted a needs assessment and wrote a roadmap for the development of an MIS system to create a MIS/GIS system to support the Mission's performance reporting.

During the months of late May, June and July of 2012, dTS was also focused on project close out activities that included several discussions with the CO and COR, travel by home office staff to demobilize the local office and staff and transfer of assets to USAID.

Please see annex 1 for specific activities under each of four major tasks. Some highlights of our accomplishments include the following:

dTS put in place a standard reporting system, PMP and results framework for the Social Protection (SP) unit that actively solicited our services.<sup>1</sup> Project staff met with SP IPs to standardize indicators reported to the USG and conducted fact finding missions and finalized plans for further evaluations and assessments.

We conducted a nationwide assessment on Sexual and Gender Based Violence (SGBV), and developed and implemented a new coding system for recording incidents of SGBV as well as tracking assistance provided through USAID activities. Unique identifiers for each case enable them to be tracked across projects, IPs and, in future, donors offering various types of SGBV related assistance. The old system was subject to counting errors and individual cases were difficult to track as victims sought various types of assistance, medical, legal, psychological, etc., from various donor funded providers all providing different services to the same person. This new coding system was adopted by all USAID funded SGBV programs on July 2011 and efforts are on-going to have it adopted by the wider donor community as well as the GDRC.

A high profile assessment on gender, at Mission's request, was undertaken to help the Mission to effectively integrate gender components into various Mission programs and help develop the USAID/DRC 2013-2018 Country Development Cooperation Strategy (CDCS). The assessment covered all major regions of DRC and focused on the fundamental cultural understanding of gender, the roles of men and women, changes underway among youth and in urban areas, and regional variation, and was successfully completed on time. Our evaluation team also participated and presented findings from the gender assessment in a one day meeting in May 2012 to develop mission wide strategy plan for 2013. dTS also provided complete documentation on a DVD of all evaluation instruments, sampling frame, literature, data and contacts for USAID's future use. Such type of documentation was also compiled and delivered to USAID on all other evaluations and assessments conducted by dTS for USAID during the contract period.

dTS held two M&E capacity building workshop for USAID and IP staff. The workshops were well attended and received. The trainings covered a number of topics about M&E basics including: results frameworks, PMP development, logical frameworks, indicator selection, target setting, USAID evaluation policy, evaluation types and methods, conducting DQAs, and assessing and managing evaluations. Trainers also facilitated discussions on USAID evaluation policies and provided strategic advice for the Mission's evaluation strategy.

We also carried out four evaluations of projects supported by USAID, three specially commissioned nationwide assessments on issues that are of high importance to the mission (Sexual and Gender Based Violence,

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<sup>1</sup> The Health Office PMP was under revision by MEASURE Evaluation and dTS was not called upon to assist with this office's performance management and M&E systems. Meanwhile, the Economic Growth Office (EG) Technical Office's portfolio was going through a period of transition (closing of its environment program and the expansion of the mining program) and was not finalized till September of 2012. While substantial work was done by dTS and a final version of this office's PMP was submitted, it was not approved given this issue with the EG portfolio as well as key staff being out of the country.

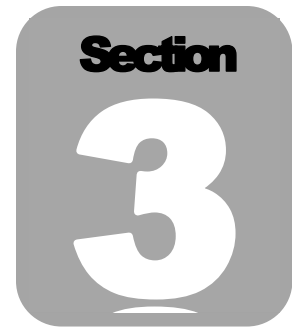


Gender assessment, An assessment of using GIS for monitoring activities), and 13 data quality assessments (DQAs) requested by the Mission. Most of the tasks were carried out in partnership with local M&E firms such as BEED and CEPAS enabling cross learning and local capacity building by dTS. The results from the evaluations and assessments were applied in planning of future Mission activities. The dTS team also responded to multiple requests from IPs to help fine tune their PMPs and M&E systems.

In order to facilitate dissemination and communication, a “How to” manual on conducting DQAs – Jointly authored with USAID evaluation officer – was prepared. dTS also produced a five minute informational video on USAID accomplishments on SGBV and delivered for dissemination. It is posted on youtube and can be found at: <http://www.youtube.com/watch?v=JqJvypX0H74>

dTS staff also met with Management Sciences for Health (MSH) and the Mission to clarify and develop the SOWs for the Integrated Health Program (IHP) and Performance Based Financing (PBF) baselines including sampling, questionnaires, and the lists of indicators for each project. dTS also developed sampling frame and a budget, and identified and contracted a local firm to conduct the baselines. At the request of USAID, dTS reviewed the SoW for mid-term evaluation of Population Services International (PSI) for the health technical office. However, the baselines and further activity on PSI evaluation were suspended due to limited budget left at dTS to carry out the activities within the contract period.

# MAJOR CHALLENGES AND SOLUTIONS



We discuss below the major challenges that dTS faced during project implementation, and the solutions developed to overcome many of them in order to complete the project.

***Demand for evaluation services from the mission.*** Many of the Mission's activities were not ready for mid-term and/or final evaluations during the life of the dTS project so there were not as many requests for evaluations originating from the technical offices as anticipated. dTS maintained constant communication with the Mission and regularly communicated with the various technical offices in order to assess demand and also market the services. As a result, some evaluations were requested by the Mission, especially by the Social Protection unit. However, in some cases, specific requests regarding staff profiles delayed recruitment for some of the task orders requested by the mission. Recruitment for the SGBV and Gender evaluations are examples of this case. In addition, there were some delays in finalizing SOWs with technical teams and gaining subsequent approval for them.

***Finding Suitable Local Staff.*** dTS encountered considerable difficulty in finding local M&E specialists to support the project. There is high demand in the DRC for experienced M&E specialists who are able to work with technical documentation in English and French. Those select few that are able to offer this skill-set are well aware of their market value and are able to negotiate terms such as substantial increases in compensation, consultant contracts rather than full time employment, and expat equivalent benefit packages. These are difficult to respond to while keeping within USAID regulations. For these reasons, most implementing partners bring in third-country nationals to fill high level M&E positions. dTS's budget, however, was not structured to support non-Congolese staff in these positions. Eventually, dTS did manage to find a suitable local M&E staff member who served in the position from October 2011 until June 2012. However, project staff received and reviewed nearly 200 CVs to fill this position, conducting over 30 telephone interviews of shortlisted candidates, and personally interviewing nearly 20 of them.<sup>2</sup> Recruitment was national in scope, and conducted in the face of fierce competition for limited numbers of qualified people.

***Security.*** More than once, dTS staff were faced with security concerns that delayed implementation of project activities. In mid 2011, the security situation in Kinshasa as well as the rest of the country deteriorated in the period immediately preceding and following the elections. Upon advice from the Mission, dTS suspended field travel for Kinshasa based staff, as well as suspended non-essential STTA travel from November to December, 2011. This had a large impact on some of our operations, especially the DQA activities. Some of the violence and increased threat resulted in having to change plans for the DQA missions. In another instance, our staff was attacked and robbed en-route to a site visit resulting in the loss of a laptop and the data stored in the computer. Fortunately, the staff members involved escaped the incident with minor injury. Security concerns surrounding the election also prompted dTS to evacuate one of its expatriate staff in December 2011 for 10 days to our Nairobi office, where she continued to work remotely.

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<sup>2</sup> In one case, dTS flew a potential candidate from Eastern Congo to interview for this position, only for this recruitment to fall through because of personal reasons. In another case, a sought after candidate turned down the position because the project was unable to meet salary expectations that were fueled by benefits packages available to those working in the extractive industries in central Congo where he was recruited from.

Security for staff again became a concern during the gender assessment carried out during April – May 2012. Some of the pre-selected study areas that were located in troubled areas had to be dropped. dTS had to quickly find new but similar areas and new local staff to conduct focus groups in local dialects. Our staff were also unable to travel for about a week for the assessment. This posed considerable challenges. dTS first ensured staff safety and then worked with the local subcontractor to immediately find alternate study sites and hire locals to conduct interviews. The newly hired staff was not well trained in conducting focus group discussions. Therefore, dTS staff, especially the Congolese M&E manager, gave a quick training in moderating focus groups to the newly hired local staff and also actively participated in the Focus Group Discussions (FGDs) to complete them on time and with good quality. As a result, data collection was delayed only by a week.

**Travel logistics.** DRC is a large country with poor infrastructure in areas beyond major cities thus limiting travel within the country to conduct assessments and evaluations. dTS experienced travel difficulties many times while implementing DQAs as well as all the evaluations and assessments. Travel was difficult and required significant time to move through the country. Many activities had multiple project sites located in difficult to access areas and a single trip could span two to three weeks. While this has posed a challenge for the project, dTS was able to efficiently consolidate trips so that some activities could be combined (example: evaluations be combined with DQA missions) to make use of the limited time and budget efficiently. Some areas could only be reached by UN transport facilities and it was difficult to access them for private companies. dTS, however, managed to access them a few times (example: gender assessment) since UN missions were also interested in the assessment outcomes.

**Changing needs.** The original contract was developed under the previous Mission Director whose basic operating assumption was that Mission staff lacked capacity and the skill sets needed to implement sophisticated performance management. The original contract envisioned a pro-active role by dTS in supplementing the capacity of the Mission's technical offices. Therefore, dTS took a more pro-active approach during start-up mode. The operating assumptions, however, changed under new Mission leadership and with increased staff in the USAID Mission starting in 2011 that envisioned a role more focused on conducting external evaluations than working on internal processes for the M&E contractor and more active role by the Mission.<sup>3</sup>

The changes were also partly induced by the release of USAID Forward and USAID's Evaluation Policy in early 2011 that set clear criteria for selecting programs for evaluations and the need for rigorous evaluations. The dTS project was designed by the mission prior to their release, and the Agency's greater emphasis on rigorous evaluations was not anticipated or budgeted. With the release of USAID's new and more demanding evaluation policy in 2011, changes were required to be made by the Mission. So, until mid-2011, the evaluation agenda for the Mission was not clear and priorities were frequently changing. By mid-2011, there were many new Mission requests for services, although the budget approved for the project and initial work plan were based on the request for proposal released in 2010. The changes by early 2011 required an adjustment of resources that increased costs of project implementation. dTS maintained constant communication with the Mission and regularly discussed with various technical offices to update their

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<sup>3</sup> For instance, documents such as the fact sheets and success stories that were originally planned to be developed by dTS was shifted to the Mission's own communications office. The shift was also partly triggered by the limited number of evaluations that could be conducted by dTS during the life of the project. The planned evaluations were intended to provide source material for success stories and fact sheets. With fewer evaluations and assessments than anticipated carried out during the two year period, these could not be produced. Therefore, dTS was asked to focus on the production of only "how to" documents.

evaluation plans and adapt to the emerging needs. dTS also negotiated some additional funds for some specific activities such as SGBV assessment that required additional tasks to be performed in addition to the assessment (such as developing a system to track SGBV victims, promotional video for USAID's SGBV activities) . In order to better manage new requests, dTS also proposed the use of a "work order" format to handle these requests, enable clear documentation of Mission needs, and create a faster consensus on SOWs. This approach reduced approval and design-related delays and helped dTS improve its services.

***Obtaining monitoring data.*** dTS was tasked with assisting the Mission with quarterly performance reporting on IP activities. However, receiving the required data to assist in this task was very challenging. IPs were often late in reporting their results to Technical Offices and it was difficult to obtain quarterly reports on time from the Mission. dTS suggested the implementation of a new, simple reporting protocol to rectify this situation and designed a simple reporting tool for IPs to report their performance indicator data, preferably, to a single person in the Mission (such as the M&E specialist) every quarter, where the data could be consolidated and sent to dTS and activity managers for analysis and use in reporting.

In addition, dTS also was challenged by staff turnover at leadership levels, and raising operating costs to maintain a full-fledged office in DRC. The high gasoline costs also increased costs of field based assessments. The unanticipated increases in cost could not be accommodated within the budget that was agreed upon in 2010. As a result of the increases in evaluation costs, the local office was closed on June 30, 2012 and all project close-out activities completed by July 31, 2012, a month before the original closing date.

# LESSONS LEARNED AND RECOMMENDATIONS TO USAID

dTS faced several challenges but also gained valuable lessons throughout the implementation of the project in DRC. We summarize below key lessons that emerged from our experience to help with future M&E contracts, and recommendations for USAID in managing and using M&E contracts.

***Lesson 1: Use, build, and nurture local capacity.*** dTS highly benefitted through the partnerships built with local contractors. Early in the implementation period, we identified two reputable local firms specializing in M&E activities and signed a memorandum of understanding to provide services when needed. This helped us mobilize local resources at a short notice and in difficult to reach areas when large assessments, DQAs and evaluations were conducted. Cross learning and local capacity building naturally occurred when local consultants were paired with international experts during the assessments and evaluations. A more focused effort on local capacity building, nonetheless, could have achieved more. However, this approach was not called for in the contract and was not budgeted.

***Recommendation 1:*** It is important for USAID to make local partnerships and build up local capacity as a central element of any contract to adequately plan for an exit strategy and Country Level Cooperative Strategy (CDCS). Missions worldwide are responding to this need under the USAID Forward reforms in Implementation and Procurement Reform (IPR). However, the mission and contractor need to review how existing projects are affected by this, or may benefit from this directive.

***Lesson 2: Establish good working relationships with USAID implementing partners and other donors.*** We gained from collaborating with USAID IPs and UN offices that considerably helped us during field work. Many of the IPs operated in difficult to access and highly insecure areas. They provided valuable security information to alert our staff during field work in insecure areas. The UN office also allowed us to access their transport facilities to travel to interior Congo that are not serviced by commercial airlines. This approach greatly enhanced our support to the Mission's Social Protection unit. The approach was facilitated by the active role played by the SP unit's leader to move forward.

***Recommendation 2:*** Mission leadership helps to move technical offices toward more inclusive partnerships with other donors and stakeholders. Integrative projects such as Mission-level Performance Management contract are more effective if Mission leadership makes cooperation from the technical offices a priority.

***Lesson 3: Requesting clarification on mission needs and roles and responsibilities on regular basis is essential.*** Mission priorities change in order to accommodate country demands and needs, especially in transition countries. Such changes involve modifications to existing programs and initiation of new programs, and therefore alterations in Mission's M&E needs. Also, mismatch in timelines could exist between M&E contractors tasked with consolidating monitoring data from IPs and reporting of data by IPs to USAID due to lack of clarity on roles and responsibilities between various parties. dTS understood the need for changes at Mission level and therefore some deviations from the original contract in terms of Mission needs, and also the reasons for reporting gaps. Therefore, we maintained constant communication with the mission and discussed with various technical offices updating their evaluation plans and adapting to the

emerging needs. Since the original budget was developed under the old Mission requirements, we negotiated for some additional funds to carry out certain special activities such as the SBGV assessment, and proposed formats that could clearly state Mission needs, facilitate faster consensus on SOWs to cut delays, and help dTS provide quality services. We also requested for clarification of roles and responsibilities between the IPs and dTS, and designed a simple tool for IPs to report their performance that could easily be consolidated for analysis and use in reporting.

*Recommendation 3.* USAID should identify and update its evaluation needs every six months and clearly convey these needs to the contractors and IPs with their roles and responsibilities. This approach will help the contractors and IPs to develop a realistic annual work plan that could actually be implemented on time. In order to better manage requests for services from various technical offices, a “work order” format could be used. The work orders could also enable clear documentation of Mission needs, and help with faster consensus on SOWs thereby reducing approval delays and improving contractors’ performance.

***Lesson 4. Mobilizing qualified staff is challenging and requires concentrated efforts.*** We faced considerable challenges in fielding appropriate staff (both expatriate and local). Given the difficult working environment, attracting and retaining highly qualified bi-lingual expatriate staff to serve for a longer time was challenging. We lost significant time and spent considerable efforts finding replacements for CoP and M&E advisor in Year 2. For locals, there is high demand for experienced M&E specialists who are able to work with technical documentation in English and French. Those select few that are able to offer this skill-set are well aware of their market value and are able to negotiate terms such as substantial increases in compensation, consultant contracts rather than full time employment, and expat equivalent benefit packages. These are difficult to respond to while keeping within USAID regulations and limited budget and on short notice.

*Recommendation 4.* The M&E contractor should be required to develop and maintain an up-to-date M&E staff database that USAID and its IPs could use when struggling to find the appropriate staff for their projects. Developing local expertise through subcontracts should be a required element of any future project design. Local capacity building through training, apprenticeship, partnership, and mentorship are essential and funds should be made available for these activities.

***Overarching lesson: Adaptive management that allows flexibility for the contractor to make adjustments to suit changing needs of the Mission and facilitates the contractor to learn from project experience and incorporate the lessons for improvement is essential to overcome challenges in transition countries.***

## Annex 1 – Scope of Work and Achievements

| Activity (SoW)  | Specific tasks (SoW)  | dTS Achievements   |
|---|---|--|
| A) Informational Meetings and information gathering at start-up of M&E support services | 1. Review all strategic documents for USAID/DRC, such as the Country Assistance Strategy, existing PMPs, Mission Orders relevant to M&E, and other background documentation;  | This was completed in the first months of implementation.  |
|   | 2. Meet with each technical office in the Mission to review the status of each program's monitoring and evaluation efforts;   | This was completed in the first months of implementation.  |
|   | 3. Meet with USAID/DRC implementing partners to review partner M&E plans and PMPs;  | This was an on-going effort and was dependent on requests for assistance from the IP and the technical office. A few such requests were received and the creation of the unique identifier code for SGBV incidents was the product of working with the various Social Protection Office IPs.             |
|   | 4. Develop an inventory of required reports, indicators and evaluations, and develop a planning timeline around these requirements to collect and compile results that ensure compliance with the ADS;  |  |
| B) Performance Monitoring.  | 1. In collaboration with Mission technical offices teams, update and/or draft PMPs for each technical area: Education, Democracy/Governance, Economic Growth, Peace and Stability, Health and Social Protection based on the approved Country Assistance Strategy. The revised and new PMPs should include Operational Plan indicators at the activity level and impact and outcome indicators at the intermediate result, objective and/or goal level. | During implementation all of these PMPs were revised and final drafts submitted to the Mission for final approval at the end of year one. However, the Health technical area office was not included in this effort as their PMP was being revised by the MEASURE project. The EG PMP was not finalized. |
|   | 2. Collaborate with USAID/DRC and implementing partner staff on a quarterly basis to align PMPs of ongoing and newly designed activities according to ADS requirements;   | There were no requests for this type of work from the Mission.   |
|   | 3. Collaborate with USAID/DRC and implementing partner staff to analyze and foster compliance with data quality and   | 12 DQAs of various projects were carried out to ensure compliance with the ADS. No other requests for these services were received from  |

|                           |   |  |
|---------------------------|---|--|
|                           | reliability standards, through data quality assessments (DQAs) and other means;   | the Mission.   |
|                           | 4. Develop a reliable method for clear, consistent information flow between the Contractor, USAID/DRC staff & implementing partners;  | As each technical office manages its implementing partners differently, this was difficult to implement and there was no support from the offices for this activity.   |
|                           | 5. Provide a quarterly summary of actual performance versus targeted performance for each indicator, along with any recommendations on how to improve performance.                                      | There was no regular system of reporting in place and due the varied approaches to IP management by each technical office this was not possible.   |
|                           | 6. Advise all stakeholders (USAID/DRC and implementing partners) on common definitions and comparable methods of data collection;   | There were no requests for this service  |
|                           | 7. Provide technical assistance for selected implementing partners and USAID staff on performance monitoring in order to maintain a high quality, streamlined system for data collection and reporting; | There were no specific requests for this service, however for the Social Protection Office's implementing partners dTS did provide some limited ad hoc assistance and provide advice during monthly partner meetings |
|                           | 8. Monitor and improve control of the quality of the data collected;  | The unique identifier code for SGBV incidents was part of this.  |
|                           | 9. At the end of each fiscal year, provide compilation of the year's actual achievement versus targeted for each indicator, in anticipation of the annual performance report;                           | See above  |
|                           | 9. At the end of each fiscal year, provide compilation of the year's actual achievement versus targeted for each indicator, in anticipation of the annual performance report;                           | See above  |
|                           | 10. In collaboration with USAID/DRC Program Office and technical office staff, provide assistance and guidance in the preparation of annual mission portfolio reviews.                                  | After consultation with the COR, this service was deemed unnecessary.  |
| C) Evaluation Assistance. | 1. Monitor evaluation reports and advise evaluation teams on compliance with the ADS  | There were no requests for this service  |



|  |  |  |
|--|--|--|
|  | 2. Advise USAID/DRC and implementing partners on the planning, development and implementation of effective evaluations;  | There were no requests for specific evaluation advice, however workshops were conducted for USAID staff on M&E   |
|  | 3. Provide recommendations to USAID/DRC that will strengthen internal capacity to monitor, evaluate and disseminate activity information;  | No requests were received for this service.  |
|  | 4. Conduct consultations with USAID/DRC to establish priority evaluation activities, including training, on an as-needed basis;  | This was done and four evaluations were completed as well as two sector assessments; dTS staff developed the SOWs for the Integrated Health Program (IHP) and Performance Based Financing (PBF) baselines, and also sampling frame, budget, questionnaires, lists of indicators for each project, and identified and contracted a local firm to conduct the baselines. Also, SoW for mid-term evaluation of Population Services International (PSI) for the health technical office was reviewed. However, the baselines and further activity on PSI evaluation were suspended due to limited budget left at dTS to carry out the activities within the contract period. |
|  | 5. <b>Produce not less than 10 evaluations, sectoral studies, or crosscutting analyses each year</b> of the project to assist USAID/DRC with decision-making, managing for results, and information sharing with customers and stakeholders; | There was a major lack of demand for these services. <b>A total of seven - four evaluations, two sectoral studies, and one assessment – studies were completed during a two year period.</b> This was primarily because technical offices felt that the bulk of projects were not ready for evaluation, having recently started or been extended. At almost the end of the two year project period, some projects were ready for evaluation at the health unit. dTS prepared two SoWs and also initial design and budget for them. But they could not be implemented due to budget shortfalls at dTS that led to early closure of dTS operations in DRC.                 |
|  | 6. Produce additional evaluations, sectoral studies or cross-cutting analyses as needed by the Mission.  | No requests were received for this service   |
| D. Information Dissemination and Capacity Building for M&E | 1. Produce a series of "how-to reports" that provide step by step guidance for effective M&E   | dTS produced a training and guide on DQAs as well as a how to on the use of the unique coding system for the SGBV incident tracking.   |
|  | 2. <b>Provide on an annual basis at least two</b>  | Two workshops – one each year - were   |

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|---|--|---|
|   | <b>M&amp;E capacity building workshops</b> for USAID/DRC and implementing partners to improve activity design, implementation and evaluation   | conducted on M&E for USAID staff. There was no demand for conducting two workshops a year.  |
|   | 3. Participate in a quarterly partner meeting for each technical area to facilitate compliance, standardization of reporting when possible, a common understanding of indicators, and definitions, and share best practices. | Each technical office manages its IPs differently and with the exception of the Social Protection office, none held regular meetings with their IPs. dTS was in attendance at these monthly meetings with the Social Protection IPs |
| E. An assessment of how a GIS could be used by USAID/ORC as a tool for monitoring and evaluation, including a timeline and a proposal for how GIS could be integrated into the Mission's performance monitoring system. |  | This was completed in October of 2011. dTS team provided a road map for the implementation of a comprehensive MIS/GIS solution after a thorough assessment of the Mission's needs.  |

| <b>DQAs</b>   | <b>Date of Publication</b> |
|---|----------------------------|
| i. International Medical Corps                                      | March 16, 2012             |
| ii. Interchurch Medical Assistance                                  | March 16, 2012             |
| iii. International Rescue Committee                                 | March 16, 2012             |
| iv. Cooperazione Internazionale (COOPI)                             | March 16, 2012             |
| v. Save the Children UK   | March 16, 2012             |
| vi. DAI/Pro Bonne Gouvernance (PBG)                                 | March 16, 2012             |
| vii. International Foundation for Electoral Systems (IFES)          | March 20, 2012             |
| viii. International Organization for Migration (IOM)                | March 20, 2012             |
| ix. United Nations Human Settlements (UNHABITAT)                    | March 23, 2012             |
| x. United Nations Office for Project Services (UNOPS)               | March 16, 2012             |
| xi. United Nations International Children's Emergency Fund (UNICEF) | March 21, 2012             |
| xii. DAI/Food Production, Processing, and Marketing (FPPM)          | March 16, 2012             |

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|---|---------------------|
| <b>Assessments</b>  |                     |
| i. Management Information System (MIS)/Geographic Information System (GIS)  | October 2011        |
| ii. Sexual and Gender-based Violence (SGBV) Programming   | April 25, 2012      |
| iii. Gender Assessment  | July 31, 2012       |
| <b>Evaluations</b>  |                     |
| i. Stabilization & Community Reintegration -MSI & International Alert   | March 22, 2012      |
| ii. Mobilizing Communities for Reconciliation -CRS  | March 22, 2012      |
| iii. Copper Cobalt Conflict (CCC)-PACT  | March 22, 2012      |
| iv. Building Recovery & Reform through Democratic Governance (BRIDGE)-DAI   | October 18, 2011    |
| <b>Workshops</b>  |                     |
| i. Performance and Monitoring Plans   | January 10-21, 2011 |
| ii. Evaluation Policy, Types, Methods and Management  | April 2 – 4, 2012   |
| <b>Information Dissemination</b>  |                     |
| Video of USAID activities on SGBV ( <a href="http://www.youtube.com/watch?v=JqJvypX0H74">http://www.youtube.com/watch?v=JqJvypX0H74</a> ) | May 30, 2012        |
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